MONTANA
STATE
LIBRARY

This "cover" page added by the Internet Archive for formatting purposes

S
021.82
M26m

MONTANA

LIBRARY

TRUSTEE

MANUAL

TABLE OF CONTENTS

I. Introduction

A. Acknowledgment

B. Purpose

C. Preface

II. Trustee Responsibilities and Duties - An Overall Statement

A. Governance

B. Policy Making

C. Planning & Evaluation

D. Finance & Budgeting

E. Reporting

F. Board/Librarian Duties/Relationship

III. The Public Library Story

A. Public Library Systems

B. Sources of Public Library Funding

C. Resource Sharing

D. Library Technology

E. Public Relations

F. Library Organizations

G. Physical Facilities

IV. Appendices

A. Material referenced to appendices from the text

1. Sample by-laws (II A)
2. Sample policy statement table of contents (II B)
3. Sample budget and status of funds report (II D)
4. Sample statistics sheet (II E)

B. Sample book selection policy

C. Samples of citizen request for reconsideration of book or other library material

D. Library Bill of Rights, excerpts from The Freedom to Read, and Intellectual Freedom

PLEASE RETURN

STATE DOCUMENTS COLLECTION

JAN 10 1983

MONTANA STATE LIBRARY
1515 E. 6th AVE.
HELENA, MONTANA 59620

E. Glossary of library language

F. The Trustee checks the library

G. Sample letter to congressmen

H. Friends of the Library: What are Friends? What Friends can do, and How to organize Friends

I. Library Calendar of Events

V. Federation By-Laws and Budget

VI. Local By-Law, Policies and Budget

ACKNOWLEDGMENT

I would like to thank all who helped make this manual possible.

First, I thank Marilyn O'Hair, a former Montana Library Trustee, who wrote the grant request proposal to the Continuing Education Committee of Montana Library Association. This first step that changed a good idea into action is too often neglected.

Next, I thank the members of the Continuing Education Committee of MLA who had faith in this project and provided us with $475. Special thanks goes to CE member Alene Cooper of the State Library for her efforts at this stage. (You'll see more of her work on the manual.)

Thank you to Broad Valleys Federation for the $1000 they allocated for the printing and distribution of this manual to Trustees throughout Montana. Also thank you to the State Library for their contribution to the printing and distribution of this manual.

Thanks to the State Library for providing the copying and mailing of over 50 copies of the rough draft to people interested in commenting on the manual, making the manual the work of many rather than few. The State Library also provided postage for the correspondence to the Library Trustees in Montana.

A special thanks to the members of the committee who compiled and wrote the various sections of the manual: Alene Cooper, Karen Everett, Judy Thomas, Henry McClernan, George Mattson.

Alene gathered manuals from other states so we didn't reinvent the wheel at every turn. She also wrote sections and donated several Saturdays to see that the manual would succeed.

Karen developed the original table of contents upon which the various writing assignments were based. She also wrote sections and served as editor for the whole manual, drawing the various sections into a unified voice. A special thank you is given for this giant task.

Judy wrote sections and provided inspiration and moral support as needed to keep the rest of us from walking on our spirits.

Henry wrote his section and provided unending support to keep me going through his example of unending energy.

George provided us with special information that I found particularly interesting, especially in light of Bozeman's new Library building that gives evidence that he not only knows what he writes about but he can produce a wonderful library building.

I thank all of this core committee for their participation in the Trustee Manual Workshop given at the MLA convention this year.

I thank the 30+ people who contributed their thoughtful comments on the rough draft giving us guidance that resulted in the manual as it now exists.

Finally I thank Montana Power Company for their contribution in making the proportional font type available to us and Natalie Opie, Amy McGuinn, Chris Naugle and Eva Maxwell for their typing and proof reading of the manual.

To all, I am proud of this manual, your manual, for you made it. I am proud to be associated with you and hope that we all can continue to revise the manual as it needs it, keeping it a living document useful to Montana Library Trustees for years to come.

Lawrence Maxwell
August, 1982

PURPOSE

To best serve Montana's public libraries, a trustee may need a guidebook. The committee hopes this manual serves that function. As a source of information about our state's public libraries, this manual can help trustees approach their duties creatively and responsibly as they work to strengthen library services in their communities. The committee intends this manual as a ready resource of help, answers, and directions. Specifically, these are the manual's objectives:

1. To heighten the awareness of library trustees as to their importance as a board in the success and services of the local library.

2. To encourage trustees to become more expert in their responsibilities.

3. To suggest useful practices and to share successful and desirable methods of representing the community on the library board.

4. To provide an up-to-date and reasonably comprehensive source of legal information concerning public libraries and trustees.

5. To supply material for orientation of new trustees as well as provide material for continuing education of all board members.

The committee encourages the use and adaptation of this manual by every public library in our state. As the information in this manual goes out-of-date, the loose-leaf format permits frequent and continuous editing.

So, you're a public library trustee. You now face some serious questions; Just what is a library? What services should be provided? How much money does it take to run the operation? How does the library relate to the rest of government and to other libraries? What are your responsibilities as a public library trustee? In a nutshell, the trustees are the group of people who make sure the library does it's job.

This manual is written for public library trustees, non-professionals in the library world who are interested in making sure that their local community has the best possible library service it can afford. Following are thoughts to hopefully help you.

First of all, to whom are you responsible; whoever appointed you to the position? the librarian? the library? No - your responsibility is to the community. After all, your library is supported by local tax money. You were appointed to act in the place of local government in setting the ground rules by which your library is run. This means you should consider the whole community when making decisions.

Probably the first thing you should do is find out the rudiments of what libraries are and what they are supposed to do in general. Then you apply this to your community's library. If you have a good idea of this, a periodic review of the basics never hurts. The chances are that your library has been around for a long time, and people are familiar with what services they can expect. Some people in the community like what the library does, and others pretty much ignore it. Fortunate library boards have innovative librarians who stay on top of new services and new ideas and constantly strive to fulfill the ever changing needs of the community, serving not just the regular, currently established patrons, but those who need a service and are not aware it is available,

Regardless of how good or bad the library is, you owe it to yourself to find out what a library is and what it does. The American Library Association publishes a series of pamphlets on various aspects of public library operations. Also, there is a fine little book in print: Administration of the Small Public Library by Dorothy Sinclair. (Also see the Bibliography for more titles with valuable information for public library trustees.) Sometime early in your tenure as a trustee you should read some of this material. If you can't get it locally or through interlibrary loan, write the State Library in Helena.

Money is always a problem for all departments of local government. There is never enough to do what you want to do, but you always manage to get by, so also with the library. Major concerns for local governments are usually fire, police, and road departments. That's just a fact of life. When budget time comes around, you and the librarian have the responsibility for presenting and defending the library budget request. Don't waste everyone's time with the details; leave that to the librarian. In order to adequately and comfortably defend the budget request, you have to be aware of the library's needs, what the community

wants, and what other towns are spending on their libraries. A techniques this writer has used is to compare per capita expenditures for similar communities in the state. In summary, your responsibility with the budget is to see that it maintains the service, improves or adds needed services, and is explained and defended to those people with the money.

In order to comfortably defend the budget request you have to be confident that the library is delivering the services wanted and needed by the community. One easy way to determine this is to study statistics maintained by your library; these should not only be circulation, but should include information or referral requests handled, program attendance, etc. One very telling statistic is how many people use the library. How can you say the place is doing a good job if less than 10% of the community use the facility? Be careful, don't confuse circulation with use. Many people use libraries regularly without checking out a book.

Another important responsibility is to maintain a proper working relationship with your librarian. Remember that boards set policy; librarians operate libraries. Most towns in Montana are small enough that it's very easy to become friendly with the whole library staff, but don't let this friendship cloud your working relationship. Every now and then a board is faced with the problem of a librarian who isn't doing the job properly, and, if you accept the responsibilty to the community, you have to do something about it. On the other hand, when the librarian is doing a good job, give her/him the freedom to do the job. Don't interfere with day-to-day activities.

When you become a library trustee, remember that you are responsible to the community. If you are going to properly carry out that responsibility, you have to make sure the library is adequately funded; you have to make sure the library is fulfilling the community's needs; you have to know what the library does and how it interacts with other institutions; and you have to maintain the proper relationship between the board and the librarian.

If you do the job properly, it's going to be a lot of work, but, take it from experience, it's very rewarding.

Henry McClernan
Chairman, State Library Commission

Library trustees have several responsibilities--that much is clear to the reader already! First, the trustees must see that the library is well managed in accordance with the law and with the policies their board has established. In other words, the trustees do not manage the day-to-day operations at the library, but do insure that the library is properly managed according to the law and established board policies. In this broader arena, the trustees must have the ability to select a qualified librarian or library director to develop sound policies, to assure adequate financing and money management, to be good public relations representatives -- strong library advocates, and to plan and evaluate against established goals.

Further, all these duties necessarily require the willingness to work co-operatively with other members of the library board and with the librarian. No one trustee can speak for the board, nor act for the board, unless specifically authorized. The whole board works together as a team.

In this section, the manual provides some guidelines and suggestions about trustee responsibilities and duties following these general topics:

Governance

Policy Making

Planning and Evaluation

Finance and Budgeting

Reporting

Board/Librarian Duties and Relationship

The Montana codes not only include the mechanisms for establishing a library and its board, but also require written by-laws for each public library. These by-laws define the board's composition, the duties of its officers, the duties of the librarian and so on. These by-laws are essential to fulfilling the law as well as providing for the orderly transaction of business by any library board.

The Appendices include two sample by-laws, a short form and a more detailed form. The manual includes these as samples for comparison or adaptation or discussion. A due process section and an open meeting section be included in any library's by-laws. Some libraries choose to include a statement of support for the Library Bill of Rights and the Freedom to Read statement, two items also found in the Appendices.

While by-laws speak to the board's composition and its legal responsibilities, policy statements extend the goverance of the library into such areas as service, personnel classifications, and materials selection. These policies, covering a wide array of subjects, need frequent review and updating by the board. In this area the librarian may research policy questions or advise the board of changes needed; the library board enacts the policies or revises existing ones. The librarian then carries out the policies as established by the board.

A checklist of policy areas for consideration and implementation, if necessary, is listed below:

1. General library objectives

2. Hours and services

3. Personnel: Salary, classification, leaves, retirement

4. Materials: Selection policy, weeding policy, review policies, fines and charges, acquisitions policy

5. Gifts/endowments/memorials

6. Public relations and publicity

7. Interlibrary cooperation: Federation, schools, interlibrary loan

8. Use of building, facilities and equipment

9. Payment of expenses for staff or board at conferences, workshops or professional association meetings

For a sample policy statement, Table of Contents, see the Appendices. This sample, like the others, is intended only as a sample. Each library has its own set of problems and circumstances. Each sample, therefore, should be adapted to the needs of the individual library for which it is written.

By-laws and policy statements all work together for effective library boards. These details help the board see to it that the library is properly managed. As the librarian looks after the day-to-day details, the board and the librarian together constantly plan and evaluate library service. Both the immediate and the long-range planning of library operations depend on evaluations of library management, services, methods of operation, and adherence to the budget. These functions of long-range planning and budget development become more important with shrinking funds and increased costs and usage.

One method to begin any planning process is with a survey. Surveying offers the board a method of accurately gauging future trends and current attitudes and opinions. It further allows the board to set realistic goals and standards based on the true needs and desires of the service community, eliminating the need to rely on the educated guess.

Basically, there are four survey groups in the community: the community as a whole, the library patron, the student, and the library staff. Each sees the library from a different perspective and each has important data to contribute to the planning process. The library board needs to listen to all these sectors before formulating plans and changes in service.

Methods of conducting a survey are several: the questionnaire filled out by the library staff and patrons, a telephone survey or a door-to-door canvass. All are valid means of gathering information. Personnel to conduct the survey may include volunteers recruited just for that purpose or the survey may become a service project of the local women's club or Friends of the Library Group.

For an in-depth look at surveying in the planning process, and for help in adapting the survey method to your own community, see Vernon E Palmour's, A Planning Process for Public Libraries (American Library Association, 1980).

Plans, goals, dreams---all depend on money and how to get it. Here the trustee has three contingent responsibilities: First, to see that the budget (prepared by the board in consultation with the librarian) provides adequate funds for library services; second, to actively promote and secure the budget's approval by the local governing bodies; and third, to monitor the expenditures of those allotted funds the rest of the year.

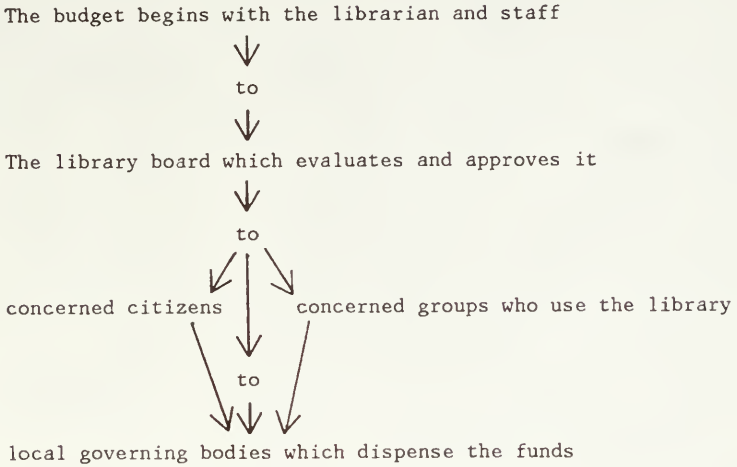
To begin with, the planning and evaluation process provides the board with the list of services the public wants; then the trustees can formulate a plan to meet those desires. So the budget process begins before the dollars and cents tallies; it begins with a plan.

A PLAN
- for the coming year
- for the following year and immediate future
- for the years down the road

IN TERMS OF
- personnel needs (how many hours? how many employees?)
- service needs and programs of library service (bookmobile? story hours? computerized services?)
- facility (is our building big enough? what maintenance items need to be addressed now and in the future?)

And from this planning and questioning comes a budget. But this is not the end of the process. The trustees (with their librarian) now present this budget to the local governing bodies who control the funds. The trustee needs to be well versed on what the library does, and how the library does it, in order to make a convincing case for that budget. However, the trustees and the librarian need not be alone in this stage of the battle for the budget. An on-going, year-around public relations campaign (see II-E) can help sell the library story to library users who then, in turn, can convince their local politicians to adequately fund the library.

In the end, the library budget passes many hands and minds and includes a lot of input from all concerned:


The budget begins with the librarian and staff
to
The library board which evaluates and approves it
to
concerned citizens
concerned groups who use the library
to
local governing bodies which dispense the funds

A sample budget and a sample monthly report are in the Appendices as examples for use by librarians and their boards.

Montana state law requires the trustees to make an annual report to its governing body (city or county, or city/county) on the condition and operation of the library and including a financial statement. By law the trustees are also responsible for seeing that the data requested by the Montana State Library for its annual report is available.

Some libraries send a one-page statistics report to their governing bodies each month. This, combined with regular attendance at city council meetings or county commission proceedings helps keep the library story in the minds of local politicians.

A further suggestion: an annual report emphasizing services and programs of the library as well as statistics can be prepared for the general public. Reaching out to everyone with a one-or two-page vital statistics report may provide long range benefits in public relations as well as at budget time.

A sample library statistics sheet is in Appendices.

Throughout this section the manual balances the roles of trustees with that of the librarian -- the trustees do this, the librarian does that. The following outline condenses this relationship and enumerates the responsibilities of both. The numbers in each list, group similar topics together: duty number one corresponds to duty number one for the librarian. Whatever the duty, the important thing to remember is that both the board, and the librarian work together, in different ways, to assure good library service to the community.

DUTIES OF THE TRUSTEE	DUTIES OF THE LIBRARIAN
1. Attend all meetings of the board and maintain records of the meetings. In order to do this, a trustee must: a. Be aware of the programs and needs of the library, the library trends in the community and region, and state and national standards. b. Become familiar with state and local library laws.	1. Attend all board meetings. Also, help the board chairman prepare meeting agenda.
2. Establish policies and objectives (short and long-range) governing the library's program. Policies should be regularly reviewed, revised when necessary, and conform to local and state regulations. Each board should consider and adopt an official policy (see II-B).	2. Formulate needed policies for board action and implement the policy of the library as adopted by the board.
3. Establish and support a planned program of public relations.	3. Maintain an active public relations program.
4. Promote and support adequate funding of the library program. As an extension of this, a trustee should regularly report the financial status and needs of the library to local governing bodies and to the public at large. Further, a trustee may be asked to support local, state or national library legislation which extends and improves library service.	4. Prepare an annual budget with the assistance of the board and present it to the local governing body. Also, report regularly to the board, the local government and the public on the progress and needs of the library. Submit regular annual statistics to the state library.
5. Promote and support the library's participation in the federation	5. Participate in federation activities and other inter-

library system and other inter-library cooperation.

6. Gain a greater understanding of libraries and librarianship by attending local continuing education workshops and library association meetings.

library cooperation whenever possible.

6. Attend professional meetings, workshops, and library association meetings.

7. Select library employees and supervise their work.

   a. Provide staff with continuing education opportunities.

   b. Recommend adequate salary and benefits for the staff to the board.

   c. Prepare definite classification of jobs and tasks in the library with job descriptions as well as a scale of promotions and raises.

8. Select or supervise the selection and ordering of library materials.

So far, the manual defines the role of trustees in planning, budgeting, policy making. Now, the manual directs the reader beyond the local board to the larger story about Montana's public library system. This section is for the trustee's information to increase understanding of how Montana's libraries became what they are today and what they may become in the future.

1. Local Public Library

The local public library, which may be a city, county or joint city-county library, provides the community with its basic level of library service. Montana law permits the creation of a public library in any of the following ways:

a. The governing body of any county or city desiring to establish and maintain a public library may pass a resolution to the effect that a free public library is established under the provision of Montana laws relating to public libraries.

b. By petition signed by not less than 10% of the resident taxpayers, whose names appear upon the last completed assessment roll of the city or county, being filed with the governing body requesting the establishment of a public library. The governing body of a city or county shall set a time of meeting at which they may by resolution establish a public library.

c. Upon a petition being filed with the governing body and signed by not less than 5% of the resident taxpayers of any city or county requesting an election, the governing body shall submit to a vote of the qualified electors, thereof at the next general election the question of whether a free public library shall be established.

d. A county and any city or cities within the county, by action of their respective governing bodies, may join in establishing and maintaining a joint city-county library under the terms of a contract agreed upon by all parties.

Each local public library should prepare an information sheet containing a statement of local services (i.e. hours, programs, outreach services, etc,) as well as data of interest about the local library and its history which should be inserted in the Trustee Handbook.

2. Library Federation System

Public library systems in Montana are called federations. Federations developed out of the need of all Montana residents to have access to a public library and through it to the library resources of their area, the state and the nation. A federation is a group of public libraries working together to provide a broader range of resources and services than individual libraries can offer alone. A headquarters library is designated by the State Library Commission for each federation and libraries within the federation area that wish to participate in the federation contract with the headquarters libraries for agreed upon services. Participating libraries retain autonomy over their respective libraries.

Each federation has an advisory board made up of a representative from the board of trustees of each participating library or a representative from a participating entity.

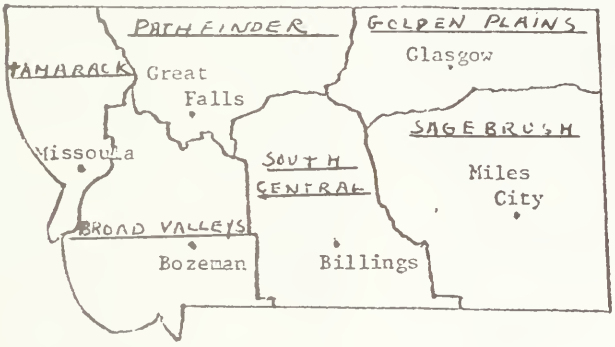
Services offered by the headquarters libraries to the federations differ from one federation to another, but may include any of the following: bookmobile service, books by mail, deposit stations, circulating book collections, centralized processing, continuing education and training, consultative visits, reference services, etc.

With the passage of H.B. 427 during the 1979 legislative session, a basic change occurred in the federation system. This legislation provided one percent of the proceeds of the coal severance tax for the purposes of providing basic library services to the residents of all counties through library federations. Guidelines for the use of coal severance tax funds call for the development of a plan of service in each federation which must include interlibrary loan. This has meant that interlibrary loan service is now available to any library within the federation area at no cost to the participating library. All public libraries in Montana, with the exception of one, now belong to federations.

Federation advisory boards assist in the development of the plans of service which may include a broad range of resource sharing activities. Of course, only those services for which there is sufficient coal severance tax funds will be implemented.

The six federations and their headquarters libraries are:

Broad Valleys Federation	-	Bozeman Public Library
Golden Plains Federation	-	Glasgow City-County Library
Pathfinder Federation	-	Great Falls Public Library
Sagebrush Federation	-	Miles City Public Library
South Central Federation	-	Parmly Billings Library
Tamarack Federation	-	City-County Library of Missoula



3. Montana State Library

The State Library functions in a number of ways that are important to public libraries in the state. The statutes give to the State Library Commission the power to give assistance and advice to all tax-supported or public libraries in the state and all counties, cities, towns or regions in the state which may propose to establish libraries, as to the best means of establishing and improving such libraries. State law also
gives the power to the Commission to serve as the agency of the state to accept and administer any state, federal or private funds or property appropriated for or granted to it for library service or foster libraries in the state and establish regulations under which funds shall be disbursed.

The library development program includes long range planning for federation development, resource sharing and networking. The State Library provides supplemental interlibrary loan and reference service to public libraries that the federation headquarters libraries are not able to provide. It also coordinates the round robin used for interlibrary loan and as the last library on the round robin is responsible for sending requests not filled in-state to locations out of state.

The State Library collects public library statistics and publishes them with the library directory. It serves as the Regional Library for the blind and physically handicapped patrons in Montana.

4. Montana State Library Commission

The Montana State Library Commission, which maintains and operates the State Library, was established in 1929 at the Montana Library Association's urging. The Commission was first known as the State Library Extension Commission and the State Library operated from the University of Montana campus. The name of the Commission was changed to the present one in 1965, and the State Library was moved to Helena in the same year. The Commission consists of the librarian of the University of Montana, the State Superintendent of Public Instruction (ex officio), and three members to be appointed by the Governor. The Commission can be addressed through the State Library.

5. Regional Networks Serving Public Libraries

Washington Library Network (WLN) - nine libraries in Montana including the state library have joined this network which is a computer system providing access to a bibliographic data base. Stored in the data base are the holdings of many libraries in the Pacific Northwest. This information is used for cataloging purposes as well as locating material for interlibrary loan. As more Montana libraries join WLN, it may eventually be used to produce a Montana union catalog.

1. Local

The major source of public library funding in Montana comes from local property taxes which are paid by the residents of the city or county. State law allows the governing body of a city or county which has established a public library to levy a special tax in the amount necessary to maintain adequate public library service, not to exceed three mills on the dollar upon all property in such county or not to exceed four and one-half mills on the dollar upon all property in such city. Funding for city or county libraries comes from either the specific mill levy for libraries or from an appropriation from general funds which does not exceed the allowable mill levy.

In addition, state law allows bonds to be issued by the governing body in the manner prescribed by law for the erection and equipment of public library buildings and the purchase of land therefore.

Support for libraries differs considerably among cities and counties because taxable valuation varies greatly among these entities as well as the amount levied.

An additional source of local funding may come from federal revenue sharing funds which city or county governing bodies may allocate to libraries. This is an uncertain source of funding since revenue sharing funds may not be available in the future.

2. State

There is no direct state aid to public libraries in Montana, but the one percent of the proceeds from the coal severance tax provides state aid to the federation systems. Coal severance tax funds are distributed quarterly to federation headquarters libraries on the basis of such formulas as may be adopted by the State Library Commission. The formula which is presently being used is: of the first $250,000 one-half will be divided evenly among the federations and one-half will be divided on the basis of population of each federation area; 20 percent of any amount over $250,000 will be divided evenly and 80 percent will be divided on the basis of population. The total amount of coal severance tax funds paid to federations in fiscal 1980 was $383,567 and a total of $352,033 was paid in fiscal 1981. In the first three quarters of fiscal 1982, $283,202 has been paid.

3. Federal

Federal funds are provided to the State Library through the Library Services and Construction Act. In the past, grants from these funds have been awarded to federation headquarters libraries to provide demonstrations of federations services and to strengthen headquarter libraries. In the current fiscal year, LSCA funds are used at the State Library to provide indirect assistance to public libraries

through reference and interlibrary loan services and networking activities.

4. Other Sources of Funding

Grants from foundations, corporations, endowments or government agencies are potential sources of funding. Examples are the National Endowment for the Humanities and the Montana Committee for the Humanities. Friends of the library groups often take on fund-raising projects especially for a special need. Several libraries in the state have established non-profit public library foundations to receive gifts for their libraries. Direct solicitation of funds from local businesses and individuals is also a possibility.

Libraries attempt to develop collections which will meet their patrons needs, but faced with fiscal limitations, the enormous volume of materials published and the demands of their users, it is impossible for any library to be entirely self sufficient. Consequently resource sharing has developed among libraries to help them meet their users needs. The most common form of resource sharing is interlibrary loan whereby one library loans to another a book or other material desired by a patron from the requesting library.

Resource sharing in one form or another is not new to Montana. Federation headquarters libraries share their resources with participating libraries and multitype library cooperation, which exists in a number of communities, has included informal arrangements among school, public and academic libraries for resource sharing. Academic libraries in Montana have been particularily generous in sharing their collections with other libraries through interlibrary loan.

The structure for resource sharing and interlibrary loan is called the Montana Information Network and Exchange (MINE). This network recently underwent a number of changes as the result of a study on resource sharing in Montana by J Matthews and Associates completed in November 1980. Based on the recommendations of the study the teletype system for transmitting interlibrary loan requests (ILL) has been replaced by microcomputers and a round robin has been instituted.

The microcomputers use Microcourier, an electronic mail software package, to send and receive ILL requests. The requests are typed off-line and are stored on diskettes and then are automatically sent to and received from other microcomputer units during the early morning hours. Telephone costs are minimized because libraries can take advantage of the reduced night rates. Microcomputers were installed at Montana State Library and the six federation headquarters libraries in November 1981.

ILL requests from participating federation libraries continue to be sent to federation headquarters libraries and are filled their if possible. If not, the fiche catalogs of Parmly Billings Library and the City-County Library of Missoula are checked, and if the title is found in either catalog the request is sent to the holding location. If the title is not found in the fiche catalogs the request enters the round robin. In a two-day period these ILL requests are sent first to the City-County Library of Missoula where the collections of the University of Montana Library are checked. Any requests not filled there are next sent to the Bozeman Public Library where the collections of that library and the Montana State University Library are checked. Requests not filled there are sent to the Great Falls Public Library and unfilled requests from there are sent to the Montana State Library. Requests not filled at the State Library are then sent to locations out of state or the Pacific Northwest Bibliographic Center. This new procedure makes better use of Montana library holdings before borrowing materials out of state.

The most important long range recommendation of the Matthews report is to create a Montana union catalog in machine readable form. This catalog would identify the holdings of all the major libraries in Montana and would be in a microfiche format. A start toward the union catalog has been made with nine libraries in Montana joining the Washington Library Network. These libraries are the Parmly Billings which joined WLN in 1979, the six units of the University system, the Montana State Library and the College of Great Falls all of which joined WLN in 1981. The Washington Library Network is a bibliographic utility located in Washington which provides access to the records contributed by all those libraries in the northwest that are linked to the WLN system. Libraries belonging to WLN enter their records into the data base. This will provide the basis upon which Montana's union catalog can be built and when there are enough holdings in WLN a microfiche union catalog will be produced. This union catalog or MONCAT, as it will be called, will allow Montana libraries to locate material within the state and to borrow from each other. This will mean that the round robin can eventually be eliminated.

Library trustees interested in reading the Matthews Report may request this from the State Library. The title is Resource Sharing in Montana: a study of interlibrary loan and alternatives for a Montana union catalog.

Technology in Montana's libraries has been changing and expanding, especially in the last few years, and reflects some of the changes occurring nationwide in technology. The article on resource sharing elsewhere in the manual describes how microcomputers have replaced the teletype system for transmitting interlibrary loans. This is just one use of microcomputers for interlibrary loan telecommunications. They are also being used for sending rush letters, informal questionnaires and meeting agendas. Some other applications for microcomputers in libraries are text processing, periodicals lists, mailing lists, lists of data bases available through online vendors, record keeping and inventories.

The Washington Library Network (WLN) was also discussed in the resource sharing article in connection with the creation of a Montana union catalog. There are many other uses for WLN including interlibrary loan, cataloging information, ordering, collection development and reference. Other bibliographic utilities besides WLN include Online Computer Library Center (OCLC) and Research Libraries Information Network (RLIN). At the present time the Carroll College Library, the State Law Library and the Bureau of Land Management Library have membership in OCLC.

Some other areas of technology which have brought considerable change to Montana libraries are described below:

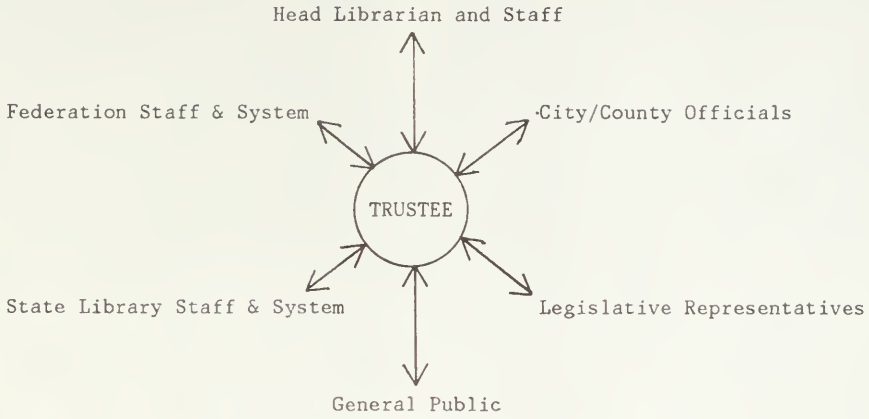
Automated Circulation Systems: - In most automated circulation systems, a minicomputer is located in the library. Communication with the computer is by means of a cathode ray tube terminal similar to a television screen. Each library patron and each book in the library is coded in such a way that they are readable by the computer terminal. Coding forms that are widely used are (1) zebra stripes or bar-codes similar to product codes found on articles in the grocery store and (2) OCR (optical character readable) labels like the printing on the bottom of bank checks. When a patron checks out a book, the code on the library card is entered into the computer along with the code located on the book. The codes are read automatically by a device known as a light pen, which is similar in appearance to a fountain pen with a light shining out one end. If another patron inquires about that book, a query of the computer terminal can immediately produce information on that book - if it is out, when it is due back, and whether there is a waiting list for that book. If the book is overdue, the computer prints overdue notices correctly addressed to the patron. If the returned book has been reserved by another patron, the computer will trap it at check-in time, alert the librarian that is is reserved, and print out a notice to the patron that the book is now in the library. The computer can also be used to generate fines and bills statements.

The computer data base of the library's transactions can be used for purposes other than circulation. By knowing which books are popular, i.e., checked out often, and which are rarely checked out, the librarian can study use patterns and plan for improved book selection.

The two automated circulation systems in Montana are at the Lewis and Clark Library in Helena, and the Parmly Billings Library in Billings.

COM Catalogs (Computer Output Microform): - This is a process that converts machine - readable computer data to human-readable information on microform. This means the contents of the card catalog are made available on microfiche, generated directly from computer to fiche with no intervening papercopy. Copies of the fiche can be made at a low cost and can be placed in other libraries, on bookmobiles, in schools, in businesses or any place with a fiche reader. Another advantage of COM catalogs is that they take up very little space. Libraries in Montana which have COM catalogs are the Parmly Billings Library, Lewis and Clark Library, City-County Library of Missoula and the Law Library of the Supreme Court.

Online Data Base Searching: - This service offers access to a large number of computerized data bases covering virtually every subject area. Using a computer terminal, a librarian interacts directly with a specific data base in order to conduct a subject search. The computer quickly scans hundreds of thousands of references to magazine articles, technical reports, government documents and information about ongoing research. The product of the search is a computer-generated list of references on the search topic which state title, author, source, and in many cases abstract of each literature source. With this information, the patron can obtain the listed items either from his library or through interlibrary loan. Libraries in Montana which provide this service are the Montana State Library, Parmly Billings Library, Montana College of Mineral Science and Technology and the Montana State University Library.



With information about how the library functions and what its needs are, the trustee now has a story to tell, the library story. As the above diagram illustrates, the trustee is surrounded by responsibilities and opportunities; and each trustee has a stake in the library's public relations. Let's define the subject of public relations further.

The beginning:

Public relations begins with simply telling the library story to friends and groups to which the trustee may belong:

1. Informally, through conscious effort, at friendly contacts on an individual basis, one-to-one, or

2. Formally, at community groups or organizations by presenting the library story, its programs, its needs and its dreams.

And what will be the benefits of these contacts:

1. With any given library board, the diversity of backgrounds and interests promises that the library story will be told to diverse groups and different individuals.

2. The library will find new allies as groups or organizations may make the library or one of its unfunded goals one of its projects. Once a group's time or money is invested in the library, more people will become involved and their interest aroused.

To be continued:

Public relations continues with an organized media campaign to inform the public of the library and its services.

A trustee who knows what the library does now, and what it could do in the future wants to spread that information! An organized media campaign is useful and here are some suggestions of how to start.

First of all, the board becomes aware of the assets the library already has --- its programs, staff, special holdings, etc., then the board determines the future needs of the library and how the library can better serve the public (a community analysis would be helpful here). Finally, the board could budget additional funds if necessary for a newsletter to publish new items about the library or pay for newspaper space to publicize hours and programs or buy TV/radio spots (the American Library Association is a good source --- see the organizations chapter for address) to boost the library's image and usage. Airtime may be provided free as a public service. Reaching out to the public through the media, needs dedicated, sustained effort with planning and persistence as two necessary ingredients. Columns in the newspaper every week build more consistent readership than a two week media blitz a year. National Library Week and Children's Book Week provide times for social events and special media coverage, but the library story needs to be told year 'round.

Don't forget radio and TV! Have you tried interviews or roundtable discussions among trustees and the librarian or other interested library supporters? Interviews with library users or articles about them make good newspaper features ---the best salesman is a satisfied customer, and the satisfied library patron can see the library story and services effectively.

BE attentive to the public's needs and expectations of the library as well as the public's use of the library.

BE vocal about the library and its programs.

BE visible in public groups and be known to local politicians.

In conclusion:

Lastly, public relations includes relating to political figures at all levels, wherever the library is concerned. Here, public relations combines with such qualities as patience and perseverance in order to get the library story before the governing authorities and keep that story on their minds and on their agendas. Relating to city and county officials as well as state and federal legislators is time consuming and often frustrating, but it is a fact of library existence that trustees and librarians should know the power structure and attempt to persuade its members on the library's behalf.

These simple suggestions may be of help in this effort:

1. Lobbying is really an aid to elected officials, helping them stay informed on an issue from their own constituency --as well as your right as a citizen to express your opinion and to be heard.

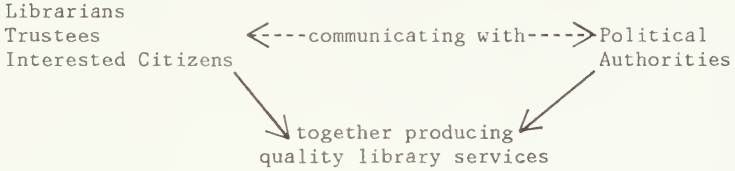
2. Keep yourself informed about the library's programs, concerns, and needs so that you can readily present the library story to public officials. A well-informed, thoughtful opinion will get a more considerate audience.

3. Become aware of who the local public officials are by attending council or commission meetings, candidate forums or political gatherings where the politicians can answer questions about their stand on libraries. Become known as the library person at such meetings. Invite public officials (and the media) to the library on special occasions or for the simple occasion of a guided tour of the facility.

4. Co-ordinate other interested library users in any lobbying effort: Invite others to tell public officials what the library means to them. Appreciative citizens can spread their enthusiasm to the aldermen, councilmen, commissioners or legislators all year long.

5. When library support is forthcoming from any political figure, a thank you is in order.

Trustees are part of the legislative process, but it is a two-way street:



Several library organizations strive to assist and educate lay people as well as librarians. Starting with the state's library association, this chapter will briefly describe each group with addresses for more detailed information.

MONTANA LIBRARY ASSOCIATION (MLA)

This state association works "to promote library interest and development, and to raise the standards of library services in Montana" (Article II, By-laws) as well as to provide continuing education for lay people and professional growth for librarians. MLA represents all types of libraries and trustees and friends within its divisions (see organizational chart).

Begun in 1906, MLA's first president was Granville Stuart of Butte, the first state librarian, as well as being a nationally recognized historian. Annual conferences begun in 1906 are now held each spring with Thursday sessions devoted to continuing education workshops for libraries and interested lay people. Meeting consisting of general sessions and several more workshops continue Friday and Saturday, giving participants variety and adequate educational choices.

The Trustees and Friends Division of MLA is the organization which sponsored this manual. Most of it was written by members of this group with help from personnel at the state library. The organization consists of library trustees and friends who what to help promote the health and well being of libraries throughout the state by meeting and sharing ideas with like-minded library supporters.

Budget constraints at all levels of government mandate more and more cooperations. Library trustees can expand their library's resources through cooperative programs with other libraries and through their federation. Membership in the Trustees and Friends Division of MLA will bring the trustee in contact with other people in neighboring counties and from across the state. This Trustee group can share problems as well as solutions, frustrations, as well as successes. Trustees and Friends meet as a division during the MLA annual conference and elect officers.

MLA publishes a newsletter sent to all members and keeps its membership informed on library issues and concerns. MLA also sponsors a legislative lobbyist in Helena during the legislative sessions to work with MLA members in keeping the legislators informed on library needs and priorities.

Trustees or Friends interested in membership information should contact the MLA Financial Secretary:

Mrs Mary Ellis
PO Box 5081
Missoula, MT 59806

Montana Library Association

Board of Directors

President

Vice President

Past President

Secretary

Financial Secretary

American Library Association Councilor (ALA)

Four Division Chairpersons

Pacific Northwest Library Association (PNLA)

State Librarian, ex officio

Office of Public Instruction Library Media Consultant, ex officio (OPI)

Committees

Awards and Honors
Continuing Education
Government Documents
Legislation
Library Development
Local History
Membership
Montana Authors
Publicity
Right to Read
Service to Children and Youth
Revision of Public Library Standards
Union List of Montana Serials (ULMS)
Constitution
Nominating
Resolutions

Divisions

Academic and Special Libraries
Public Libraries
Trustees and Friends
School Library/media

AMERICAN LIBRARY ASSOCIATION (ALA)

Through its chapter status, MLA is affiliated with ALA, and MLA members elect a councilor to ALA. As the oldest library association in the world, ALA promotes library services and librarianship nationally. Dedicated to improving all types of libraries as well as professional library standards, ALA also encourages freedom of access to information without fear of censorship.

ALA, in turn, has divisions representing different concerns. The American Library Trustee Association (ALTA) conducts national programs on trustee education as well as publishing several items about trusteeship. Public Library Association (PLA) is the division of ALA that represents public librarians.

Further questions about ALA and ALTA can be directed to:

American Library Association
50 East Huron
Chicago, IL 60611

PACIFIC NORTHWEST LIBRARY ASSOCIATION(PNLA)

A regional library group, PNLA stimulates regional library activities and regional co-operation among libraries. Holding its annual conference in August, PNLA represents libraries in Washington, Oregon, Idaho, Montana, Alaska, Alberta, and British Columbia.

MLA is represented at PNLA by an elected representative. Membership inquiries may be addressed to:

Pacific Northwest Library Association
c/o Sharon West, Treasurer
1605 Madison Drive
Fairbanks, AK 99701

NATIONAL COMMISSION ON LIBRARIES AND INFORMATION

Established by Congress in 1970, this commission's mandate is to work towards equality of access to information for all Americans, to define adequacies and deficiencies in our present library system,
and to work towards the applications of new technologies in our nation's libraries. NCLIS' address is:

National Commission on Libraries and Information Services 1717 K Street NW, Suite 601 Washington, DC 20036

MONTANA GOVERNOR'S CONFERENCE ON LIBRARIES AND THE WHITE HOUSE CONFERENCE ON LIBRARIES AND INFORMATION SERVICE (WHCLIS)

Two Governor's Conferences have been held in Montana. The first in 1971 focused on library co-operation, and its theme was Expanding Horizons of Library Service. The second conference convened in 1978 as a pre-White House Conference with two-thirds lay people and one-third library-related. Resolutions were prepared and seven Montanans elected to attend the White House Conference on Libraries and Information Services (WHCLIS) in 1979. The interest generated by the 1978 Governor's Conference helped promote the one percent coal severance tax for public libraries. The White House Conference has formed a task force of two WHC delegates from each state and territory as a continuing national lobbying and library interest group.

FRIENDS OF THE LIBRARY

As local citizens, A Friends of the Library group voluntarily supports library causes and services. Friends can be effective voices in promoting the library, and this handbook is for them as well as trustees, that they may learn more about Montana's public library system.

Specifically, as a non-profit organization with its own by-laws, boards, committees and policies, the Friends function as effective publicity agents for the library, sponsoring cultural and educational programs and also being available to assist budget requests with local government. In addition, a Friends group can develop and co-ordinate volunteer services to the library with the co-operation of the staff; organize fund raising events for specific needs of the library; and encourage gifts to the library in the form of bequests, endowments or items such as books, films and records. Specifically, the Friends can help in day-to-day tasks at the library; mending books, filing, conducting story hours. Many small libraries cannot afford to hire someone to perform these tasks.

Friends of the Library can provide an effective public witness to the benefits of the library's program. Whether a structured organization or an informal gathering, a Friends group can form a valuable partnership with the library staff and trustees in promoting the library.

Also see Appendix H. Friends of the Library

For more information, the national Friends organization will send brochures and helps:

Friends of Libraries USA
HQ'd at ALA
50 East Huron Street
Chicago, Il 60611

As the concluding article in this section, Physical Facilities discusses library construction. When a trustee faces this task, the following information may be helpful. Written by George Mattson, architect for the new Bozeman Public Library, it is organized around the journalistic what, who, where, when, and how. All types of situations, proposals, and problems are presented.

WHAT

WHAT Is The Solution To The Building's Inadequacy?

RENOVATION

If square footage is not a problem, modification of the existing structure may alleviate inefficient operations or excess energy usage, as well as meet building code requirements such as fire safety, exists or handicapped access.

ADDITION

If continued use of the existing structure makes sense, the location is good, and the site will allow for expansion for needed space, an addition may be in order. Care must be taken to provide an efficient plan and a compatible architectural style.

RELOCATION TO AN EXISTING BUILDING

An existing building may be available for renovation as a library. This opportunity should not be overlooked. Economic and perhaps historic benefits to the community may be realized. Adaptive reuse of older buildings is a popular and very practical trend throughout the nation. Obtaining an existing structure for little cost may be very advantageous. However, if the cost will be market value and involve extensive renovation, the total cost may approach that of a new building.

CONSTRUCTION OF A NEW BUILDING

This is probably the most expensive and difficult solution. It must be evaluated economically in relation to the previous alternatives. But a new building has the advantage that it can be designed from the ground up as a contemporary library and can include current energy conservation and handicapped access features.

WHO

THE PATRONS

Does Patron Dissatisfaction Require Physical Change?

Is the inadequacy severe enough to generate patron support for the changes, i.e., a bond issue?

THE LIBRARIAN

He or she may be content with an inadequate facility or at the other extreme may be over zealously campaigning for grandoise expansion or a new building---the Edifice Complex. Regardless of the librarian's feelings, an evaluation and course of action should fall to:

THE LIBRARY BOARD OF TRUSTEES

As a collective body representing the entire community and overseeing library operations, the board should be in the best position to weigh the true needs. Trustees must look at all possible alternatives, the financial realities and political probabilities. If a construction project will need selling to the community, the trustees may feel improper in that role, in light of the local political situation and the manner in which they were appointed. In that event the advocacy role may have to be taken up by a volunteer group such as:

THE FRIENDS OF THE LIBRARY

This group can aggressively campaign for a building project and can receive and spend funds in propaganda effort to sell the project. The

Friends' support may be in the most vital element in a successful building drive.

THE ARCHITECT

He or she could be engaged early to advise on alternative solutions, or selection could wait until building funds are in hand. The architect may be the single most important person in realizing a successful outcome of any building project. To select the best one, the authorized governing body publishes a legal notice and/or sends letters to local firms inviting written responses of their interest in the construction project. Other librarians and the state library may submit names of architects who have designed successful libraries. From the written replies, the trustees may select three to seven firms to interview.

The board (or a building committee if it has been organized) should conduct the interviews. The librarian should be present. Each firm may spend approximately 30 minutes presenting their credentials, and responding to questions. Two questions are important:

1. Does the architect understand libraries, their uses, and their potentials?

2. What type of record does the architect have on adherence to budgets, energy conservation, and maintenance costs on the finished project?

Two more cautions may be in order. First, asking an architect to prepare a design prior to selection may be a mistake; a free design may be hastily prepared and ill-conceived. The architect might do it only to secure the commission and will not have time to thoroughly understand the project. Second, an architect should not be selected on the basis of fees. Picking the architect with lowest fees may be choosing the one who will spend the least time on the project.

The best selection process is based first on the firm's record and qualifications. Then a fee may be negotiated with the first choice. The state architect and engineering department in Helena may advise on what a reasonable fee should be. If the first choice firm is unreasonable, it can be rejected and the second choice negotiated with.

The architect's services include the services of structural, mechanical and electrical engineers who are either members of the the architect's firm or (more usually) are separate consultants who regularly work for the architect.

A LIBRARY CONSULTANT

On a very large project or if the architect, librarian or trustees do not have the experience or confidence to plan the building on their own, a library consultant may be in order. This will be an added expense, but may be worth it. The American Library Association may suggest names of consultants. The new field of computers in library operations may justify a consultant for at least that area. The consultant should be independent, not a salesman representing a single company. Also, for computer operations plenty of power outlets and empty conduit are needed for future electronic equipment.

THE BUILDING CONTRACTOR

When using public funds, the contractor will have to be selected by competitive bidding based on the architect's drawings and specifications. The construction contract is normally awarded to the low responsible bidder. The architect usually handles the bidding and then administers the construction phase.

WHERE

A library needs to be located where it will get the most possible use, on a main thoroughfare or on a main street in a retail district. The objective is to encourage and facilitate library usage---not to build a monument---and to ensure that access is easy and inviting. Further, pedestrian, bicycle and automobile access and parking need to be considered.

WHEN

A plan of action includes many items. First, if a major new building is needed, political and financial concerns may consume a number of years. When financing is finally secured, a major project will take at least three months to design, six months for preparation of construction drawings and specifications, a month to receive bids and award a contract, and a year to build. If the public must vote on a bond issue, the advantages of holding a special election must be weighed against using a regularly scheduled primary or general election. A special election will cost extra money and may not draw sufficient voters to qualify, but the voters it does draw may tend to be supporters. A regular election will provide enough voters, but may include many opponents.

Should a design of the building be published in advance of an election? In most cases, no. If the need is real, the voters will support it without seeing a pretty picture. A serious design in advance of the vote will have to be paid for, and the design will inevitably give some opponents one more thing to dislike.

A good time to receive construction bids in Montana is January or February when contractors are not apt to be heavily involved with con-

struction. The contract can then be awarded, materials ordered, and actual work can start as soon as weather breaks in the spring.

HOW

FINANCING

The most realistic source of funds (though by no means an easy source) is probably a local bond election. This may entail competing with schools, water and sewer systems and other public works. The voters will have to be in a reasonable frame of mind and will have to see a real need. The campaign can point out the annual cost of bond payments to a typical homeowner and may show the library as the biggest bargain around. Although not always mandatory, a petition drive requesting a bond election can be a good promotional activity.

Other fund sources include revenue sharing, the local general fund, and coal tax funds. These will depend on the vagaries of local and state politics. Coal tax funds are available for cultural projects and alternative energy features. An alternative energy grant request will have to be for something unique and may be more successful in an area such as eastern Montana which has not received many of the grants.

One Montana search for grants from private corporations and foundations throughout the nation in 1977 turned up nothing. However, large energy corporations impacting Montana might consider a library grant as good public relations. Federal money for library construction was not available in the late '70's and prospects appear even dimmer in the '80's. Local private donations should be encouraged. The publicized receipt of such funds, however small, will certainly aid the cause.

THE BUILDING COMMITTEE

This group should be organized early, should be prepared to meet approximately monthly throughout the entire planning and construction period and should make all major decisions regarding the project. About five members is a workable number. This committee should include the librarian, at least one representative from the board of trustees, and a representative of the general public (a member of the Friends would be good here). Depending on the political and funding situation, members of the city and/or county commissions or staffs may be appropriate members. The architect is not a member, but receives direction and decisions for the committee. Minutes could be kept by a committee member or the architect.

PROGRAMMING

A building program is a written description, usually in outline or tabular form, listing everything the proposed building should provide. It contains details such as how many volumes of different types of books will be housed, quantity and types of reader seats, tables, staff area needs, toilets, meeting room, and so on. Following each entry the number of square feet should be listed and totaled to give the overall size of the building. Architects are experienced and useful in helping write a program. It is important to agree upon the program before starting the make drawings of the building. It is much more economical to change a few words or numbers in the program than in the drawings, particularly when they are nearly complete.

BUDGET

This should be drafted early and continually updated during the course of the project. It should look something like this:

Site Purchase $_____

Topographic and Legal Survey of Site $_____

Soils Investigation $_____

Bond Sale Costs

Architectural Services (Approximately 8%-12% of cost of the work the architect designs which normally includes the site work, the building and the furnishings and equipment. If the project is small or a remodeling, the higher the percentage fee.) $_____

Building Construction ___ sq ft ___ @$/sq ft = $_____

Sitework (paving, landscaping) $_____

Furnishings and Equipment $_____

Contingency (approximately 10%) $_____

TOTAL $_____

REFERENCE BOOKS

A number of books are available on library planning. Bibligraphics can be obtained through library sources and from the American Institute of

Architects in Washington, DC. One of the best books for the layman is Myller's "The Design of the Small Public Library," Bowker, 1966. Two other good books are Lushington & Mills' "Libraries Designed for Users," Gaylord, 1979, and Cohen's "Designing and Space Planning for Libraries," Bowker 1979.

ARTICLE I. BOARD OF TRUSTEES

Section 1. Appointment

The County Commissioners shall appoint the trustees

Section 2. Number

The Board shall consist of five (5) trustees

Section 3. Tenure

Trustees shall hold office for five (5) years from the date of appointment or until their successors are appointed. Annually, before the first day of July of each year, a trustee shall be appointed to take the place of the retiring trustee. Vacancies in the Board of Trustees shall be filled for the unexpired term in the same manner as original appointments.

ARTICLE II. OFFICERS

Section I. Officers

The elected officers of the Board shall be a chairman and vice-chairman.

Section 2. Election and Term of Office

The elected officers of the Board shall be elected annually by the Board at its regular meeting held in the month of July of each year or as soon after as convenient. The term of office for all elected officers shall be one (1) year.

Section 3. Removal

Any officers elected or appointed by the Board may be removed by the Board whenever, in its judgment, the best interests of the Library would thus be served.

Section 4. Vacancies

A vacancy in any elected office may be filled by the Board for the unexpired portion of the term.

Section 5. Secretary

The Chief Librarian shall serve as Secretary of the Board.

Section 6. Duties of Chairman

The Chairman shall preside at all meetings, shall appoint all standing and special committees and shall perform all duties incident to the office of Chairman and such other duties as may be prescribed by the Board from time to time. The Chairman shall be an ex-officio member of all committees.

Section 7. Duties of Vice-Chairman

In the absence of the Chairman or in the event of his inability or refusal to act, the Vice-Chairman shall perform all duties of the Chairman, and when so acting, shall have the powers of and be subject to all restrictions upon the chairman. In the absence of both Chairman and Vice-Chairman a Board member designated by the Board shall exercise the Chairman's functions.

Section 8. Duties of the Secretary

The Secretary shall keep a true and accurate account of all proceedings of the Board meetings; shall issue notices of all regular and special meetings and shall have custody of the minutes and other records of the Board.

ARTICLE III. MEETINGS

Section 1. Regular

The Board shall hold monthly meetings at a time and place convenient to the members.

Section 2. Special

Special meetings of the Board may be called by the Secretary upon the discretion of the Chairman or upon written request of three (3) members of the Board.

Section 3. Quorum

The presence of a majority of the Board shall constitute a quorum for the transaction of business.

Section 4. Manner of Acting

The vote of a majority of the Trustees present shall be necessary for the adoption of any matter unless a greater proportion is required by law or by these By-Laws.

Section 5. Finances

The Board shall approve bills for library expenses and shall prepare an annual budget for presentation to the County Commissioners for the following fiscal year.

Section 6. Annual Report

The Board shall prepare an annual report of library conditions and operations to the County Commissioners following the June meeting of the Library Board.

Section 7. Parliamentary Rules

The usual parliamentary rules shall govern the proceedings of the Board, and upon the demand of any one member of the Board, the vote on any proposition shall be taken by yeas and nays and the yeas and nays shall be recorded.

ARTICLE IV. LIBRARY POLICIES

Section 1. Establishment of Library Policies

In consultation with and from recommendations made by the Librarian, the Board shall establish policies for the acceptance of gifts, the acquisition of materials by local authors and artists, the restrictions of materials to the public, and other policies as may be necessary for the effective use and management of the library.

ARTICLE V. CHIEF LIBRARIAN

Section 1. Appointment

The Board shall appoint and set the compensation of the chief librarian who shall serve at the pleasure of the Board.

Section 2. Duties of Chief Librarian

The Chief Librarian shall:

Serve as Secretary to the Board

Execute and administer library policy

Be responsible for the direction and supervision of the Library staff and for the operation of the Library itself

Report to the Board on the condition of the Library

Make recommendations to the Board of such policies and procedures as will promote the efficiency of the Library

Make recommendations to the Board as to the employment or discharge of persons necessary in the administration of the library

Prepare the budget and present to the Board one week prior to the June meeting

ARTICLE VI. BRANCH LIBRARIES

Section 1. Authority

All public branch libraries in the county shall be responsible to the Sample County Library Board of Trustees.

Section 2. Appointment

The Board shall appoint and set the compensation for the branch librarians who shall serve at the pleasure of the Board.

Section 3. Duties of Branch Librarians

Execute and administer library policy for their libraries

Be responsible for the direction and supervisions of their Library staff and for the operation of the libraries themselves

Make recommendation to the Board of such policies and procedures as will promote the efficiency of the librarian

Make recommendation to the Board of such policies and procedures as will promote the efficiency of the librarian

Make recommendations to the Board as to the employment and discharge of persons necessary in the administration of the libraries

Prepare the budget and present to the Board one week prior to the June meeting

ARTICLE VII. OTHER LIBRARY SERVICES

Section 1. Authority

All public library services in the county shall be responsible to the Sample County Library Board of Trustees

Section 2. Appontment

The Board shall appoint and set the compensation for personnel for other library services and said personnel shall serve at the pleasure of the Board

Section 3. Duties of Personnel for Other Library Services

Execute and administer library policy as it applies to their particular service

Be responsible for the direction and supervision of staff and for the operation of the service itself

Report to the Board on the condition of the service

Make recommendations to the Board of such policies and procedures as will promote the efficiency of the service

Make recommendations to the Board as to the employment and discharge of persons necessary in administration of service

Prepare the budget and present to the Board one week prior to June meeting

ARTICLE VIII. AMENDMENTS

Section 1. Procedure

The By-Laws may be altered, amended or repealed and new By-Laws may be adopted by a majority of the Trustees present at any regular meeting or at any special meeting if at least 30 days written notice is given to each Trustee of the intention to alter, amend, or repeal or to adopt new By-Laws at such meeting.

ARTICLE IX. FEDERATION ADVISORY BOARD MEMBERSHIP

Section 1. Representation

In accordance with membership in the Sample Area Library Federation, one (1) member of the Board of Trustees will be elected to represent Sample County on the Federation Advisory Board. Election of this representative for a term of one (1) year will occur at the regularly scheduled meeting in July of each year.

Section 2. Duties of Representative

The representative to Federation Advisory Board will attend all meetings of said board. If a conflict arises, the board will designate a proxy from among themselves.

The representative will present a written report of any Federation Advisory Board meeting to the Board at its next regularly scheduled meeting. The report shall constitute an official part of the minutes and attached to the minutes.

In Witness Whereof, we, the undersigned Trustees, have enacted and foregoing By-Laws and do hereby authenticate the same by our respective signatures at a meeting of the Board of Trustees held on the day of , 19 .

Chairman

Trustee

Trustee

Trustee

Trustee

SAMPLE BY-LAWS USED BY SOME MONTANA LIBRARY BOARDS

RULES FOR THE GOVERNMENT OF THE BOARD OF TRUSTEES OF _____ LIBRARY

1. Regular meetings shall be held on the of each calendar month at 1 P.M. in the library or such other time and place as the Board may determine.

2. The board will develop procedures to allow for and encourage public participation in their meetings. They shall also develop procedures for proper notification of all meetings and hold meetings in compliance with open meeting laws of the state.

3. Special meetings may be held at any time at the call of the Chairman or Secretary or at the call of any two members of the Board, provided that notice thereof be given to all trustees in advance of the meeting.

4. The officers of the Board shall be a Chairman and a Vice-Chairman their term of office shall be for one year coinciding with the fiscal year beginning July 1. They shall be elected at the first regular meeting in each fiscal year and shall remain in office until their successors are elected and qualified. The Head Librarian shall serve as Secretary to the Board.

5. The duties of all officers shall be such as by custom and law and the rules of this board usually revolve upon such officers in accordance with their names.

6. The order of business at all regular meetings of the Board shall be as follows:

    Roll Call

    Disposition of minutes of previous meeting

    Communications

    Report to Librarian

    Financial Report

    Reports of Committees

    Unfinished Business

    New and miscellaneous business

7. Roberts Rules of Order shall govern in the parliamentary procedure of the Board.

8. The Head Librarian shall be the executive director of the policies adopted by this Board. Among his duties and responsibilities shall be the direction and supervision of all staff members in the performance of their duties, the submission to this Board of monthly

and annual reports and recommendation to the Board of such policies and procedures as in the opinion of said Head Librarian will promote the efficiency of the Library in its service to the people of the community.

9. Amendments to these rules may be proposed at any regular meeting but may become effective only after a favorable vote at a subsequent meeting. Any of the foregoing rules may be temporarily supsended by a unanimous vote of all the Trustees present at any meeting and the vote on such suspensions shall be taken by yeas and nays and entered in the official record.

POLICIES

SAMPLE CITY-COUNTY LIBRARY

Table of Contents

Statement of Philosophy
Statement of Goals
Library Bill of Rights
Freedom to Read Statement
Services
Patrons
    Full-Time Patrons
    Temporary Patrons
Availability
    Hours of Service
    Legal Holidays
    Additional Holidays
Lending Regulations
    Lending of Library Materials
    Loss of Lending Privileges
    Abuse of ILL Privileges
Reference Services
Reader's Advisory Services
Materials
    Selection Policy
    Gifts
    Weeding
    Audio-Visual Equipment
Censorship
    Board Action
    Request for Review of Material Form
    Parental Approval Form
Personnel
    Classification
    Hiring, promotion and dismissal
    Probationary period
    Periodic Review
    Benefits
    Leaves of Absence
    Salaries and Travel Expenses
    Overtime
    Staff Meetings
    Disiplinary Action
Physical Facilities
    Community Room
    Insurance
    Inventory
Board of Trustees
    By-Laws
    Policies
    Planning
    Annual Reports
    Budgets
    Legislation
    Inter-library Relationship

Staff-Board Relationship
Federation
By-Laws of the Federation Advisory Board
Services
Contract
Goals
Grants

Appendices
Montana Laws Regarding Public Libraries
Administrative Rules of Montana 10.10.015 - 10.10.50
Montana Session Law - Retirement
Montana Session Law - Annual Leave
Montana Session Law - Sick Leave

Total endowment, trust, and investment funds, exclusive of building funds $_____

Total additions to endowment during year $_____

Unexpended balance from previous year $_____

RECEIPTS (Make entries in terms of dollars only; omit cents)		EXPENDITURES (Make entries in terms of dollars only; omit cents)	
City or town levy or appropriation	$_____	OPERATING EXPENSES:	
County levy or appropriation	_____	Salaries: Library Staff	$_____
		Personnel Benefits3	_____
FEDERAL REVENUE SHARING		Books4	_____
City	_____	Equipment/supplies	_____
County	_____	Periodicals	_____
School district levy or appropriation	_____	Binding and rebinding, repairing and mending	_____
For contract service:		Audio-Visual materials (films, recordings, etc.)	_____
(a) From school board		Rent	_____
(b) From county or other library	_____	Heat, light, power, water, phone	_____
State Grants:		Insurance (all types)	_____
(a) for books (whether purchased by State or by local library from State funds)	_____	Other operating expenses	_____
		Total operating expenses	$_____
(b) For salaries of local librarians	_____	Transfers of funds for contract service	_____
(c) Equipment/supplies			
Income from endowment, trust and invested funds	_____	CAPITAL EXPENSES: BUILDINGS, SITES, ADDITIONS, ETC	_____
Gifts (money, do not include principal of endowment gifts)	_____	GRAND TOTAL EXPENDITURES	$_____
Petty cash (fines, fees, memberships, etc.)1	_____	Balance on hand at end of fiscal year	$_____
Rental book collection2	_____	TOTAL expenditures and balances	$_____
Other sources (enumerate)	_____		
SPECIAL GRANTS	_____		
TOTAL receipts	_____		
TOTAL bal. & recpt.	_____		

NOTES:

1--If petty cash receipts are turned into the treasury of the appropriating unit, state amount collected here, but omit in table. $_____

2--If rental collection receipts are turned into the treasury of the appropriaing unit, state amount collected but omit in table $_____

3--Social Security, Medical Care, Workman's Compensation, Unemployment Compensation, Public Employees Retirement.

4--Include amounts spent by the State from State funds for books furnished by the local library.

STATUS OF FUNDS
MONTHLY REPORT

Library_____ Month_____

ITEMS	Budgeted	Expended	Balance
Personal Services Librarian	$	$	$
Assistant	$	$	$
Employee Benefits	$	$	$
Other	$	$	$
Sub Total	$	$	$
Current Expenses Utilities	$	$	$
Library Supplies	$	$	$
Building Repair	$	$	$
Repair & Mant.	$	$	$
Insurance	$	$	$
Postage,Freight	$	$	$
Miscellaneous	$	$	$
Sub total	$	$	$
Library Materials Books	$	$	$
AV Materials	$	$	$
Periodicals & Newspapers	$	$	$
Equipment	$	$	$

Balance on hand $_____

LIBRARY MONTHLY ACTIVITY REPORT
APRIL, 1982

ACTIVITY	1981	1982	VARIANCE
Adult circulation	4570	5410	+840
Juvenile circulation	2160	2450	+290
Homebound circulation	73	140	+ 67
Deposit Collections circulation	0	0	0
Reference/Information request (Includes locational and photocopying assistance)	1355	2211	+856
Interlibrary loan requests	166	51	-115
Reserves and renewals	61	141	+ 80
Volumes added	565	696	+131
Volumes discarded	458	198	-260
Volumes recataloged	79	245	+166
Library card registration	683	329	-354
Library program attendance	89	139	+ 50
Overdue materials contacts	259	293	+ 34

1. National Library Week activities included:

    a. Friends of the Library table at Courthouse and Butte Plaza.

    b. Friends sponsored wall hanging for children at art classes.

    c. Workshop for church librarians.

    d. Beginning of non-user section of community survey.

2. Cooperatively issued brochure with League of Women Voters completed.

3. Tax form distribution and tax assistance for elderly ran through April 15th.

BOOK SELECTION POLICY

The board of this library recognizing the pluralistic nature of this community and the varied backgrounds and needs of all citizens regardless of race, creed, or political persuasion, declares as a matter of book selection policy that:

1. Books and/or library material selection is and shall be vested in the librarian and, under his direction, such member as the professional staff who are qualified by reason of education and training. Any book and/or library material so selected shall be held to be selected by the board.

2. Selection of books and/or other library material shall be made on the basis of their value of interest, information, and enlightenment of all people of the community. No book and/or library material shall excluded because fot he race, nationality, or political or social views of the author.

3. This board believes that censorship is a purely individual matter and declares that while anyone if free to reject for himself books which he does not approve of, he cannot exercise this right of censorship to restrict the freedom to read to others.

4. This board defends the principles of the freedom to read and declares that whenever censorship is involved no book and/or library material shall be removed from the library save under the orders of a court of competent jurisdiction.

5. This board adopts and declares that it will adhere to and support:

   a. The Library Bill of Rights, and

   b. The Freedom to Read Statement adopted by the American Library Association, both of which are made a part hereof.

Reconsideration of a Book or Other Library Material

To the person requesting reconsideration: Library policy requires that complaints be filed on this form so that the complaint can be discussed in detail. Copies of the library's materials selection policy and other documents bearing on this complaint will be made available to you. Thank you for taking the time to provide needed information.

Author:

Title:

Publisher or Producer:

Request initiated by:

Telephone: Address:

City: Zip Code:

Requester represents:

Individual___

Organization___Name

Other group___Name

Check one item: Book___Paperback___Magazine___

Pamphlet___Picture___ Film___ Other___

1. Specifically to what do you object? (Cite pages, instances, etc.)

2. What do you feel might be the results of reading, hearing or seeing this material?

3. Is there anything good about this material?

4. Did you read the entire book or examine the entire item?

What parts?

5. Are you aware of the judgment of this material by professional critics?

6. What do you believe is the theme of this book or material?

7. What would you like to have your library do about this material?

Signature of Complainant:

Date:

(For additional comments, use reverse of this sheet)

CITIZEN REQUEST FOR RECONSIDERATION OF A BOOK

AUTHOR:

TITLE:

PUBLISHER: (if known)

REQUEST INITIATED BY:

Telephone: Address:

Complainant represents:

Himself

Name organization

Identify other group

1. To what in the book do you object? (Please be specific; cite pages)

2. What do you feel might be the result of reading this book?

3. For what age group would you recommend this book?

4. Is there anything good about this book?

5. Did you read the entire book? What parts?

6. Are you aware of the judgment of this book by literary critics?

7. What do you believe is the theme of this book?

8. What would you like your library to do about this book?

Withdraw it completely _____

Put on closed shelf and circulate only on request from adult ____

9. In its place, what book of equal literary quality would you recommend that would convey as valuable a picture and perception of our civilization?

Signature of Complainant

LIBRARY BILL OF RIGHTS

The American Library Association affirms that all libraries are forums for information and ideas, and that the following basic policies should guide their services:

1. Books and other library resources should be provided for the interest, information, and enlightenment of all people of the community the library serves. Materials should not be excluded because of the origin, background, or views of those contributing to their creation.

2. Libraries should provide materials and information presenting all points of view on current and historical issues. Materials should not be proscribed or removed because of partisan or doctrinal disapproval.

3. Libraries should challenge censorship in the fulfillment of their responsibility to provide information and enlightenment.

4. Libraries should cooperate with all persons and groups concerned with resisting abridgment of free expression and free access to ideas.

5. A person's right to use a library should not be denied or abridged because of origin, age, background, or views.

6. Libraries which make exhibit spaces and meeting rooms available to the public they serve should make such facilities available on an equitable basis, regardless of the beliefs or affiliations of individuals or groups requesting their use.

ADOPTED JUNE 18, 1948
AMENDED OCTOBER 19, 1979, BY THE ALA COUNCIL

EXCERPTS FROM THE FREEDOM TO READ

The freedom to read is guaranteed by the Constitution. Those with faith in free men will stand firm on these constitutional guarantees of essential rights and will exercise the responsibilities that accompany these rights.

We, therefore, affirm these propositions:

1. It is in the public interest for publishers and librarians to make available the widest diversity of views and expressions, including those which are unorthodox or unpopular with the majority.

2. Publishers, librarians, and booksellers do not need to endorse every idea or presentation contained in the books they make available. It would conflict with the public interest for them to establish their own political, moral or aesthetic views as a standard for determining what books should be published or circulated.

3. It is contrary to the public interest for publishers or librarians to determine the acceptability of a book on the basis of the personal history or political affiliations of the author.

4. There is no place in our society for efforts to coerce the taste of others, to confine adults to the reading matter deemed suitable for adolescents, or to inhibit the efforts of writers to achieve artistic expression.

5. It is not in the public interest to force a reader to accept with any book the prejudgment of a label characterizing the book or author as subversive or dangerous.

6. It is the responsibility of publishers and librarians, as guardians of the people's freedom to read, to contest encroachments upon that freedom by individuals or groups seeking to impose their own standards or tastes upon the community at large.

7. It is the responsibility of publishers and librarians to give full meaning to the freedom to read by providing books that enrich the quality and diversity of thought and expression. By the exercise of this affirmative responsibility, bookmen can demonstrate that the answer to a bad book is a good one, the answer to a bad idea is a good one.

We state these propositions neither lightly nor as easy generalizations realize that the application of these propositions may mean the dissemination of ideas and manners of expression that are repugnant to many persons...We do not state these propositions in the comfortable belief that what people read is unimportant. We believe rather that what people read is deeply important; that ideas can be dangerous; but that the suppression of ideas is fatal to a democratic society. Freedom itself is a dangerous way of life, but is is ours.

Adopted by American Library Association, 1972

In the United States, the concept of intellectual freedom derives from the First Amendment to the Constitution, which reads in part: Congress shall make no law...abridging the freedom of speech or of the press... As a derivative of the First Amendment, intellectual freedom means the right of citizens to believe what they want on any subject, and to express their opinions and beliefs orally or graphically, publicly or privately, as they deem appropriate.

The freedom of expression, however, is a hollow right unless there is someone to listen. Thus, just as the First Amendment has come to mean not only the expression, but also the access to that expression, these is a second part to the intellectual freedom definition--namely, total and complete freedom of access to all information and ideas.

In effect, then, a person must have something to think about--raw material-- in order to fashion opinions and decisions. Once an opinion has been formed, the individual is free to express it. And so the circle is formed. The circle breaks, however, if either the ability to produce or gain access to the production is stifled.

It is important to recognize, too, that freedom of speech is indivisible. Liberty of expression cannot be denied to one and saved for others; neither can it be denied to many and saved for one. It must be said again and again that the test of dedication to liberty is the willingness to allow the expression of ideas one hates; to allow the publications with which one disagrees; to allow untruth to circulate as well as truth.

Access and circulation are the key words underscoring the unique role libraries play in the functioning of our democracy. Only through the trustee's commitment to intellectual freedom for all can the role of the library become a truly viable one.

Allain, Alex and Judith Krug "The Trustee and Intellectual Freedom" In Young, Virginia. The Library Trustee: a practical guidebook. 3d.ed. (Bowler, 1978)

Updated from a list prepared for
The Montana Governor's Conference, 1978

ACADEMIC LIBRARY - The library of a junior college, community college, four-year college or a university.

ARCHIVE - A place in which public records or historical documents are preserved.

AUDIOVISUAL - Non-print materials such as films, tapes, and open media.

AUTOMATION - The use of machines to accomplish tasks once done manually.

BIBLIOGRAPHIC ACCESS - Ability to find out about a book or magazine by knowing information of the title, author, subject, or other identification.

BIBLIOGRAPHIC CONTROL - An orderly listing of materials so they can be identified and found readily by author, title, subject or some other key.

CABLE TV - The transmission of television images by cable rather than wireless, with a drastic increase in the number of channels over which broadcasting can be done simultaneously, an increase which offers potential for home TV owners eventually to call up information from a broadcasting source, e.g., a library, on demand.

CATHODE RAY TUBE (CRT) TERMINAL - A computer terminal which provides a video display of data.

COM - COMPUTER OUTPUT MICROFORM - The end product of a process which converts machine - readable computer data to human-readable information on microform without first creating a paper copy. (See Section III-D for more information.)

COMPUTER NETWORK - An interconnection of assemblies of computer systems, terminals and communication facilities.

COMPUTER TERMINAL - A device that permits data entry into or data exit from a computer system or network (e.g., a data capture device, a teletypewriter or a computer).

COPYRIGHT - Literary, dramatic, artistic, and musical property protection as authorized by the US Constitution securing for a certain time to authors the exclusive right to their works. The new copyright law (PL 94-553) came into effect January 1, 1978.

DATA BANK - A comprehensive collection of libraries of data. for example, one line of an invoice may form an item, a complete invoice may form a record, a complete set of such records may form a file, the collection of inventory control files may form a library, and the libraries used by an organization are known as its data bank.

DATA BASE - A file of data, usually in machine-readable language.

FACSIMILE TRANSMISSION - Sending on image (picture, page of text) from one point to another by electronic means.

FEDERATION - A group of public libraries working together to provide a broader range of resources and services than individual libraries can offer alone. It may be a single or multi-county system in which the system operation has an advisory library board made up of a representative from each participating unit. The librarian of a headquarters library serves as a non-voting member of the advisory library board. Each local library board retains control over the local aspects of library service. (See Section III-A for more information.)

FEDERATION HEADQUARTERS - Broad Valleys Federation of Libraries, Margaret Hileman, Coordinator, Bozeman Public Library, Headquarters; Golden Plains Federation of Libraries, Mary Moore, Coordinator, Glasgow City - County Library, Headquarters; Pathfinder Federation of Libraries, Richard Gercken, Coordinator, Great Falls Public Library, Headquarters; Sagebursh Federation of Libraries, Muriel Cooksey, Coordinator, Miles City Public Library, Headquarters; South Central Federation of Libraries, Steve Von Vogt, Coordinator, Parmly Billings Library, Headquarters; Tamarack Federation of Libraries, William Snyder, Coordinator, City-County Library of Missoula, Headquarters. (For more details see Section III-A)

HARDWARE - The Electronic or mechanical components of a computer.

INFORMATION STORAGE AND RETRIEVAL - The collecting and arranging of information and/or materials so as to be readily identified and available on demand.

INSTITUTIONAL LIBRARY - A library within a prison, hospital, rehabilitation center or similar institution serving the needs of its residents.

INTERLIBRARY LOAN (ILL) - An arrangement by which one library lends materials to another library in response to a user request which the second library cannot supply from its own collection. (Defined fully in Section III-C)

LSCA - Library Services and Construction Act is a federal program which provides financial assistance to further extension of public library services to areas which are without such services or with inadequate services; to make library services more accessible to persons who, by reason of distance, residence, language, or physical handicap, or other disadvantage, are unable to receive the benefits of public library services regularly made available to the public; to strengthen metropolitan public libraries which serve as national or regional resource centers; and to improve regional, State or interstate cooperative networks of libraries for the systematic and effective coordination of the resources of school, public, academic, and special libraries and special information centers.

MICROFICHE - A rectangular sheet of film, approximately 4 by 6, containing mulitiple microimages. One fiche can contain from 98 to 270 pages of information depending on the size of the photographic reduction.

MICROFILM - A film, 16mm or 35mm wide, containing a photographic record of printed or other graphic material. Microfilm is in roll form. A 100 foot roll of 35mm film can contain 1200 images.

MICROFORM - A generic term for any means of storing information which contains images too small to be read without magnification. Microfiche and microfilm are both microforms.

MICROFORM READER - A projection device that magnifies the images of microfiche and microfilm so they can be read with the unaided eye.

MICROFORM READER - PRINTER - A projection device that displays magnified microimages and which enable the user to make paper prints of them.

MULTITYPE LIBRARY COOPERATION - A means of mobilizing total library resources to meet the needs of the user without regard to the type of library involved and without classifying the user as a public, school, academic or special library patron. The goal is to help all library users make more effective use of all library resources and services related to education, work and recreational needs.

NETWORK - A system of communication among libraries to provide information and/or materials needed by library users. (For more details see III-A, C and D.)

ONLINE COMPUTER LIBRARY CENTER - A computer system at Columbus, Ohio where cataloging information about books is stored in such a way that information about a given book, including a list of libraries owning it, can be called up on a TV-like screen by thousands of libraries throughout the nation. Through OCLC a book need be cataloged only once for many libraries. The bibliographic subsystem of the WASHINGTON LIBRARY NETWORK (WLN) offers similar cataloging and book location information.

ONLINE SEARCH - A system in which devices such as computer terminal are in direct and continuing communication with the processing unit of the computer, usually located at a remote site. With an online site, interaction between computer and searcher during the search process allows immediate feedback of results and immediate modification of the search request when desired. In Montana, computerized literature searches are conducted through the Montana Online reference Service. OCLC and WLN are also termend online systems.

PACIFIC NORTHWEST BIBLIOGRAPHIC CENTER (PNBC) - A cooperative switching center through which libraries of all types in the Pacific Northwest share their resources via interlibrary loan. The PNBC is a union list of the collections of major libraries in Montana, Idaho, Oregon, Washington, Alaska, and 3 Western Canadian provinces. (See Section III-A for more information.)

RESOURCE SHARING - Any means by which information andor materials in one library are available to users of another library.

RLIN - Research Library Information Network, another bibliographic utility.

SCHOOL LIBRARY MEDIA CENTER - An area or system of areas in the school where a full range of information sources, associated equipment, and services from media staff are accessible to students, school personnel, and the school community.

SOFTWARE - The programs written by users or manufacturers of computers that control a computer's operation.

SPECIAL LIBRARY - A library serving a special purpose or clientele, e.g., a library in a manufacturing company, corporation or government department.

TECHNICAL PROCESSING - The preparation of a book or other item for placement in a library's collection so as to be readily identified and available for use. TP involves cataloging, stamping for identification, adding book pockets, date due slips, and book covers, etc.

UNION CATALOG - A catalog collection or listing of the holdings of several libraries, generally established by a cooperative effort.

UNION LIST OF SERIALS - A central listing of magazines, annuals, quarterlies and other publications published under the same title at periodic intervals, which shows the location of each item listed. In Montana, the Union List of Montana Serials.

WASHINGTON LIBRARY NETWORK (WLN) - The WLN is an ILL and computer network administered by the Washington State Library. It offers a variety of automated library services through four subsystems bibliographic, acquisitions/accounting, circulation and serials control. Through the bibliographic subsystem, a user can determine cataloging information as well as the location of the book for ILL purposes. WLN has member libraries from states of Washington and Alaska and has opened membership to libraries of other states. (See Section III-A, III-C and III-D for more information.)

THE TRUSTEE CHECKS THE LIBRARY

Adapted from Douglas Downey's article found in The Public Library Trustee (Sept-Dec/1970), this checklist may be useful to trustees. Boards may go through the list, section by section, at meetings over a period of months. Ideally, each question should be answered "yes". Changing "no" answers into "yes" answers may provide great challenges as well as require years of deliberate effort.

IS THE LIBRARY DOING ITS JOB?

Physical Plant

1. Is the main library conveniently located and easily accessible?

2. Are there outlets or access to services in all parts of the community where people are likely to lack private transportation?

3. Is there a large sign outside the library identifying it?

4. Is there adequate parking for both staff and patrons?

5. Is the building space adequate to serve the population based on the following table?

Population	Total Sq Ft per Capita
Under 10,000	.7 to .8
10,000 - 35,000	.6 to .65
35,000 - 100,000	.5 to .6
100,000 - 200,000	.4 to .5
200,000 - 500,000	.35 to .4
500,000 and up	.3

(Source: Joseph I Wheeler and Herbert Goldher
Practical Administration of Public Libraries,
New York: Harper & Row, 1962)

6. Does the library building provide for expansion of service nad community growth and for enlargement if and when needed?

7. Is this building safe? Are there adequate emergency exits well marked? Are the floors strong enough to take, if necessary, additional shelf ranges? Has the building been examined to detect potential hazards - such as projecting edges for small children and the elderly and have measures been taken to eliminate these hazards? If smoking is permitted in certain areas, are ashtrays always provided?

8. Was the building originally designed as a library? Recently? Did the architect benefit from the services of a qualified library building consultant? Was the buildings function the primary factor in the design?

9. Has there been a building survey made by a qualified authority within the past ten years?

10. Is the building attractive, inside and out? Are the furnishings both attractive and functional?

11. Can elderly or handicapped patrons reach the main area without having to climb interior or exterior stairs?

12. Is the building's interior plan such that control and supervision are effective and economical?

13. Is the building air conditioned? Adequately heated:

14. Does the lighting meet today's standards?

15. Are acoustical materials used wherever necessary to keep the noise level down?

16. Is there adequate space - office work area for the staff, including an area where supervisors may hold private conversations with their subordinates?

17. Does the staff have its own rest area and washroom facilities?

18. Can the public washroom facilities be adequately controlled?

19. Is there a meeting room for community groups?

20. Is there provision for patrons' boots and coats?

21. Are there provisions for returning books when the library is closed, such as a book drop or door slot? Is the book drop or door slot designed in such a way that it is impossible for a child or small animal to enter the library through it?

22. Is the shelving adjustable?

23. Is the telephone service adequate? Are there public phones?

24. Is there copying equipment for public use? If microforms, such as microfilm, are part of the collection, do one or more of the readers have provision for making prints?

25. Are there signs of identifying various areas of the library and of the collection, and explaining procedures (e.g., how to use the card catalog) and various rules?

26. Are there adequate facilities for displays, announcements, exhibits, and the like?

27. Do maintenance costs compare favorable with those for other public buildings in the area?

28. Is there a preventive maintenance program? Do you have service contracts for office machines, heating equipment, etc.?

29. Are the building and its contents adequately insured? (A useful book to consult in this respect is Protecting the Library and Its Resources, Chicago: American Library Association, 1963.) Is insurance coverage reviewed at least once every two years?

Services

1. Is the library dedicated to service rather than to the mere storage of books?

2. Does the library have definite goals? In writing? Are these goals discussed periodically?

3. Does the collection meet the needs of the entire community? Do trustees and the staff really know these needs? Is this knowledge based on something tangible, such as a survey? Are community needs reviewed periodically?

4. Does the library offer adequate facilities and services for preschoolers? School-age children? College students? The elderly? Shut-ins? The socially or culturally disadvantaged? Minority groups in your community?

5. Does the library provide or considered providing any of the following: Periodical collection (bound or on microfilm), file of local newspapers, phonograph records, (circulating), motion picture films, film strips, art slides, art reproductions (circulating), pamphlet file, picture file, college catalogs, out-of-town telephone directories, large-print books, investment information, local history collection, cultural programs, preschool reading hours, bookmobile service?

6. Does the library take full advantage of the services offered the system library (if any) and state library? Are there cooperative arrangements such as interlibrary loan, shared equipment and personnel, etc.?

7. Has the desirability of reciprocal borrowing agreements with other libraries in the area been experienced.

8. Have cooperative acquisitions and cataloging services been considered?

9. Does the library have a written statement of policy for selection of books and related materials?

10. Does the Head Librarian have the authority to approve the selection of books and related materials for purchase?

11. To meet high standards of quality of book selection, does the library have available and use a variety of tools including basic lists (such as the Standard Catalog series), general review publications (such as Book Review Digest, Choice, Library Journal, and Booklist), and subject area periodicals (such as Scientific American and American Historical Review)?

12. Does the library meet a least MINIMUM standards for size of book collection as indicated in the following scale?

Population	Volumes per Capita
Under 10,000	3.5 to 5
10,000 - 35,000	2.75 to 3
35,000 - 100,000	2.5 to 2.75
100,000 - 200,000	1.75 to 2
200,000 - 500,000	1.5
500,000 and up	1 to 1.25

(Source: Wheeler and Goldhor, op. cit. In What Good are Public Library Standards? published in Library Journal February 1, 1970, Wheeler presents a revised set of figures calling, in general, for slightly more books per capita for large and small populations and slightly less for the middle range. Various state agencies also have recommended standards.)

13. If the collection is below these standards, is there a long range plan to meet them?

14. Does annual purchase of new book titles equal 15 to 25 percent of the library's annual budget?

15. Are worn-out and out-of-date books regularly withdrawn from the collection?

16. Are about 65 percent of the adult books nonfiction?

17. Is the library's collection classified according to a recognized system, such as Dewey or Library of congress?

18. Are records for items which are missing or discarded removed from the catalog?

19. Is the library open at least the following hours?

Population	Hours Open to the Public (per week)
Under 5,000	15 - 30
5,000 - 10,000	30 - 45
10,000 - 25,000	45 - 66
25,000 and up	66 - 72

20. Is the library open during the hours most convenient to the community.

21. Is there a catalog of the library collection for public use?

22. Is the catalog easily accessible to both public and staff?

23. Are directions for use posted on or near the catalog?

24. Is there a special area of the library for reference service with the reference collection nearby?

25. Are staff members trained to refer borrowers to the proper desk or department.

26. Does the library have a program of service for adults and young people which includes instruction in the use of books and libraries?

27. Does the library provide individual reading guidance?

28. Does the library supplement programs of community organizations by preparing booklists or arranging exhibits?

29. Does the library cooperate with community organizations in program planning?

30. Does the library maintain a list of community organizations?

Staff

1. Is there an agreement, tacit or otherwise, with the Head Librarian as to what is policy and what is administration? Does the librarian administer without constant interference from the board?

2. Does the library have at least one staff member (full-time or equivalent), exclusive of maintenance personnel, for each 2,000 people in the area served?

3. Is there a professional librarian on duty all hours the library is open?

4. Are there written, up-to-date job descriptions?

5. Are the duties and responsibilities of each library position clearly defined, recognizing distinctions between professional and non-professional work?

6. Is there a formal (that is, officially adopted) salary scale? Are its contents known to the staff?

7. Is the salary scale regularly reviewed by the board?

8. Does the board know the going rate for professional librarians, clerks, secretaries, pages, and custodial personnel? Does the library compare favorably?

9. Is there a merit-incentive factor for pay increases? If so, are there safeguards to make certain it is administered objectively and fairly?

10. Do the fringe benefits equal those offered by other public bodies in the area? Do they compare favorably with those offered by local private industry?

11. Are all members of the staff informed through a manual or other means of the library's personnel policies on such matters as vacation, sick leave, salary increments, pension, hospitalization, insurance, and other fringe benefits?

12. Is the annual vacation allowance for full-time professional employees in conformity with the generally accepted standard of at least one month per year?

13. For the non-professional staff is the vacation period in conformity with local practice?

14. Is the work week for full-time staff member within the range of 35-40 hours?

15. Is a five-day work week scheduled whenever possible?

16. Is a rest period of at least 10 minutes provided during a continuous four-hour work period?

17. Is a regularly scheduled meal period provided for full-time staff members?

18. When overtime work is required is payment made at the rate of time and one half either in salary or time off?

19. Does the library provide a specific allotment of sick leave?

20. Is unused sick leave accumulated to the staff member's credit?

21. Are staff members encouraged through staff meeting or other methods to offer suggestions for improving library services and procedures?

22. Does the library have a low turnover of personnel? If not, does the board know why?

23. Is the major portion of staff man-hours provided by full-time employees rather than part-time and/or volunteers?

Community Relations

1. Does the board know the image the library projects to the community? Do the trustees know why it projects that image?

2. Do the trustees have a planned, continuously operating public relations program?

3. Do photographs or stories of library activities appear in the local press and other available media at least once a month?

4. Does the library have newsletters? Do they reach all citizens rather than only library patrons?

5. Does the public relations program have as one goal the encouragement of use of the library by persons not now patrons?

6. Are the board meetings open to the public? Are they attended by observers and the local press?

7. Are the persons on the charge desk courteous and helpful to patrons?

8. Do the official policies toward overdue books, juvenile behavior problems, etc., take into consideration the poor public relations generated by excessive harshness?

9. Does the board and library maintain good working relations with municipal and school officials?

10. Does the library extend borrowing privileges to persons serving your community even though they may live outside it; i.e., teachers, public employees,etc?

Finances

1. Are you taking full advantage of all existing programs, local, state, and federal that may assist the library?

2. Does the Head Librarian meet with the board or a committee of the board to determine budget needs on the basis of which the Librarian then prepares the annual budget?

3. Does the board determine the service needs of the community that should be met by the library and then formulate the budget to meet those needs?

4. Does the board adopt the budget at an official meeting or approve it at an official meeting before submitting it to the governing body?

5. Do members of the board participate in the presentation of the budget to the governing body?

6. Does the board have a policy for accepting gifts? Does this policy make it possible to politely decline unwanted gifts?

7. Does the board have an organized gift solicitation program?

8. Does the board regularly approach local philanthropic groups as to how they can assist the library, keeping in mind their interests and ideas?

9. Does the board acknowledge all gifts promptly and appropriately.

10. Does the board refuse gifts with undesirable strings attached such as those that would require the board to surrender some policy making powers to the donor?

ARE TRUSTEES DOING THEIR JOB?

Organization and Administration

1. Are the trustees familiar with the statutes and/or ordinances that govern your operations?

2. Does the board operate under a written set of bylaws? Are the meetings run in such a way that a minimum amount of time is devoted to formalities, procedural questions, trivial details, and other unimportant but time consuming matters?

3. Does the board meet monthly at a regular time with an agenda that has been distributed in advance?

4. Does the Head Librarian attend all board meetings and committee meetings?

5. Does the head Librarian present a monthly written report to the board?

6. Is there a training or orientation program for new trustees? Is this program jointly conducted by the Head Librarian and senior trustees?

7. Has the library adopted a written statement of clear and specific objectives which serves as the basis of services and activities? Is there a policy decisions as extracted from the minutes of the board meetings?

8. Are the statement of objectives and the policy manual reviewed at least once every two years and revised if necessary in the light of new developments?

9. Is there a step-by-step plan for the future growth and development of the library?

10. Does the library prepare an annual report for the public and/or the governing body of the municipality? Is this report widely distributed?

11. Do members of the board and of the staff attend national state and regional library provide funds to pay expenses to such meetings?

12. Does the library provide funds to pay expenses to such meetings?

13. Is there adequate communication between the Head Librarian and the board between the board president and other members, between the board and related public bodies, and among the various member of the board? Are routine reports distributed to the board prior to meetings so they can be studied in advance? Are copies of memos, reports, letters,etc., distributed to all parties concerned, including the Head Librarian?

14. Are clerical duties (such as recording the minutes or keeping the books) assigned to staff members or outside services rather than to board members?

THE TRUSTEE

1. Does each trustee attend all or virtually all meetings of the board and committees to which each is assigned

2. Does each trustee do the necessary homework to be well-informed?

3. Is each member courteous toward fellow trustees, even when in disagreement?

4. Does each trustee have a library card and use it regularly?

5. Does the board know the libray's history and its rationale for all its various policies?

6. Do board members refrain from demanding special privileges (first choice of best-sellers, special service, etc.) and, if offered politely decline them?

7. Are the board members aware of the various books, pamphlets, and manuals on trusteeship and use them?

8. Are current library issues and problems (local as well as nationally) brought to the board's attention by the librarian?

9. Are all the trustees members of the state library association and other such groups?

10. Do board members regularly attend state, regional or national meetings of trustees and librarians?

11. When visiting other areas, do board members ever visit the local library?

12. Does each member of the board keep informed on library legislation at the local, state and national level?

Sample letter to Congressmen (American Library Association Format)

To your Senator:

The Honorable _____
United States Senate
Washington, DC 20510

Dear Senator:

To your Representative:

The Honorable _____
US House of Representatives
Washington, DC 20515

Dear Mr/Mrs/MS :

Sincerely yours: is still in good taste in closing the letter. Remember to sign your given name and surname. If you use a title in your signature (Miss, Mrs, etc.) be sure to enclose it in parenthesis.

To your State Senator:

The Honorable _____
Montana State Legislature
Capitol Hill Station
Helena, MT 59620

Dear Mr/Mrs/Ms _____

To your State Representative:

The Honorable _____
Montana State Legislature
Capitol Hill Station
Helena , MT 59620

Dear Mr/Mrs/Ms _____

Suggestions in writing these letters (from ALA office):

1. When referring to a specific bill or act, refer to it by number or popular name.

2. Fill your letter with facts and figures defining a position clearly.

3. Give concrete statement of reasons for support and give your expertise or relation to the bill under discussion.

4. Keep it short.

5. Get the letter off before scheduled action on the bill so your representative receives your opinion in time.

6. The congressperson deserves a thank you when he/she has done something of which you approve.

WHAT ARE FRIENDS?

Friends are those civic minded men and women - the businessman, educator, housewife, scientist, student, minister, mechanic - who know that any community is a better place in which to live if that community has first-rate libraries. These friends organize into groups to bring together fellow citizens who are willing to work for excellent libraries and who will speak up for library service whenever and wherever their efforts are needed.

These Friends work for many types of libraries - public, school, college and state. Such persons believe that a well supported, well stocked library is a basic necessity on any progressive campus or in any modern community. They regard the library as a vital information agency, a cultural center and as a major educational institution. In short, they know that a library developed according to professional standards touches the lives of the pre-schooler to the senior citizen, the learning-to-read adult to the specialist in technical research.

Above all, Friends stand ready to volunteer their talents, funds, and influence, when needed, in order to promote, to improve, and to expand library service.

The Library Team

Three elements make up the team working for better library service. A definition and an understanding of the role of each partner is essential to cooperative teamwork.

Trustees: the legally appointed body responsible for performing the duties assigned to them by state and local laws; administer the budget; appoint the librarian; formulate policies for the management of the library; inform Friends of the library's projects, goals, and needs; and plan with them so each makes his contribution to library development.

Librarian: implements policies set up by the Trustees; develops programs for library; serves as chief administrator for all library plans and functions; acts as communications link between Trustees and Friends; advises Friends on projects of benefit to library and gives help, as far as possible, within limitations of budget.

Friends: a volunteer group which welcomes suggestions from Trustees and staff as to how its members can be of assistance to the library; serves as citizens advisory council to those appointed officials on matters of library promotion and community relations; keeps Trustees and Librarian informed of their plans.

It is recommended that the Librarian or a staff member attend meetings of the Friend's Board, and thereby serve as liaison with the governing body of the library. In turn, the President of the Friends or his designated representative may be invited to Library Board meetings. Thus, each member of the team is an informed member and the team is unified in its knowledge of the library's policies, needs and aspirations.

WHAT FRIENDS CAN DO

Many fine projects can be undertaken by Friends groups with the advice of the library trustees and staff. Friends do not usually support, for extended periods, those basic services which are the normal responsibility of the local government or the school administration. Friends can:

Develop public understanding of today's library and the vital role it plays in today's living

Provide channels for citizen opinion and support of libraries

Finance impartial library survey by experts

Establish a library where none exists

Study and support expanded financial tax apportionments for libraries

Work for updating library laws and expanded library legislation

Campaign for new branches or expanded service

Campaign for cooperative agreements to establish systems of libraries

Support bond issues for new library buildings

Help acquire important materials beyond the confines of the operating budget

Stimulate public interest through bequests and endowments

Subsidize experimental project not feasible in operating budget

Play a leadership role in National Library Week

Aid development of fine and rare book collections

Sponsor exhibits, speakers, film programs, book reviews, literary awards

Aid development of special book collections

Encourage young people towards librarianship as a career through scholarship aid, training and recruitment programs

Guidelines, selected from ideas which successful friends groups have found useful, include...

Organization - can be initiated by any individual or group of citizens with a concern for library development. Help can come from women's clubs, men's civic groups, scientific and learned societies, etc. State the reasons for the formation of a Friends group in an invitation to the organization meeting. Use all news media to publicize the meeting.

Name - should clearly indicate interest and concern for specific library: Friends of the Jones College Library or Friends of the the Jones Public Library.

Objectives - each group selects its own objectives, depending on specific needs of the local situation. These may include creating an awareness of the library and its functions, promoting knowledge of its needs, developing public support for increased library service, fostering a public relations program so all may better understand the library.

Officers - President, Vice-President, Secretary and Treasure are usually elected, with the choice of several Vice-Presidents, each carrying responsibility for a separate field of activity, such as Programming, Membership, Special Events; this group may form an Executive Committee with power to act between meetings. In addition, a Board of Directors allows a broader representation of members and a variety of interests.

Members - anyone interested in libraries should be encouraged to join; the widest representation of citizen interest is most desirable.

Meetings - general membership meetings maybe held monthly, quarterly, semiannually or annually as desired; Executive Committee and Board of Directors meetings should be held whenever necessary in accordance with group's by-laws.

Finances - dues should be such that membership maybe open to all; scale may provide for a variety of membership. Categories may include such as:

Student
Regular
Contributing
Supporting
Sponsor
Patron
Life, individual
Life, industry or business

It is important to define the membership year and to issue a membership card as evidence of payment on receipt of dues.

Most Friends groups qualify as non-profit organizations and contributions are deductible for income tax purposes.

CALENDAR OF LIBRARY EVENTS

JANUARY

Mid-winter meeting of ALA
Opening of legislature in odd-numbered years
Issue W-2 forms
Quarterly reports due:
FICA & unemployment compensation

FEBRUARY

MARCH

APRIL

National Library Week
Quarterly FICA & unemployment compensation reports due

MAY

Publicize Children's summer reading program
MLA conference
Budget Preparation

JUNE

Budget hearings

JULY

Quarterly FICA & unemployment compensation reports due
ALA conference

AUGUST

PNLA meeting (Pacific Northwest Library Association)

SEPTEMBER

OCTOBER

NOVEMBER

Children's Book Week

DECEMBER